SUSTAINABLE DEVELOPMENT

Code of Practice

Strategy

DEVELOPMENT IN HARMONY WITH OUR ENVIRONMENT

Manitoba Round Table
on Environment & Economy

FOR FURTHER INFORMATION CONTACT:

SUSTAINABLE DEVELOPMENT COORDINATION UNIT
305 - 155 CARLTON STREET
WINNIPEG, MANITOBA R3C 3H8
TELEPHONE: (204) 945-1124
FACSIMILE: (204) 945-0090

TO ALL MANITOBANS

Business is one of the key stakeholders in moving the sustainable development agenda forward. As the engine of growth and primary job creator, business has tremendous influence in shaping and developing the economy we all rely on for our standard of living. This responsibility and the role business plays in our society should be understood by the public.

What is not as clear, but is quickly emerging, is businesses' responsibility to deal with the environment. The public and government are actively encouraging business to show due regard to the environmental impact of their operations. The message to business is that there is no longer a free ride at the expense of the environment. As a result, the environment is becoming a fundamental part of the business planning process.

Today, business is realizing that economic activity depends on a healthy environment and good environmental behaviour can pay off on the bottom line. There is a real opportunity for business to take the leadership role in a new era of economic growth which promotes environmentally sustainable practices. A key part of this shift to include environmental considerations in business decision-making is the recognition that it is much better to anticipate, prevent and/or mitigate environmental impacts than to pay the price at a later date.

Business can become part of the solution through its ability to adapt to changes in the marketplace and to introduce new, cleaner technologies, and innovative products and processes. This is a better alternative to government regulation, long disputes, costly litigation and customer resistance. Customers, more than ever, are factoring the environment in purchasing decisions.

A good first step in getting your business association and its members started is to adopt a sustainable development code of practice. Several national associations and companies have gone this route and have experienced a number of benefits. These include increased business opportunities, energy savings, material and resource use efficiencies and minimized risk and liability.

To assist business develop their own codes of practice, the Manitoba Round Table on Environment and Economy has prepared a "Business Code of Practice Strategy". It provides a generic checklist of self-assessment questions related to 23 business areas. Principles to guide your operations can be developed from answering the appropriate questions.

Your participation in this strategy is welcome. By adopting and implementing a code of practice, your association or business will be making a commitment to Manitoba's environment and economy. I urge you to take advantage of this business opportunity.

Lorne Ames
Chair, Code
of Practice
Subcommittee

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INTRODUCTION

The report by the World Commission on Environment and Development, commonly known as the Brundtland Report, defines sustainable development as paths of social, economic and political progress that "meet the needs of the present without compromising the ability of future generations to meet their own needs" (Our Common Future, 1987, page 8).

Canada's response to the World Commission report was the establishment of the National Task Force on Environment and Economy. Task Force members were drawn from private sector, government, academic and leading environmental organizations. The mandate of the Task Force was to foster and promote environmentally sound and sustainable economic development.

Among its recommendations the Task Force noted that:

> *"Individual companies should adopt and implement environmental principles and policy guidelines....Special efforts should be made by industry and trade associations to encourage small and medium sized business to adopt such principles and guidelines." (National Task Force on Environment and Economy, 1987, page 9)*

Corporations show leadership by fulfilling their responsibility to conserve resources and protect the environment. All corporations should adopt code of practice which enshrine this responsibility.

> *"Industry associations can achieve better integration of environmental and economic concerns by adopting code of practice to govern and guide industrial decision making. Code of practice can be used to establish internal goals and performance standards for industry on environmental matters which go beyond minimum regulatory requirements while maintaining sensitivity to costs and other economic factors. Industry is best able to assess its own capabilities and opportunities and should be given incentives and recognition for improving environmental performance." (National Task Force on Environment and Economy, 1987, page 7)*

The Manitoba Government and the Manitoba Round Table on Environment and Economy are committed to the promotion of business code of practice to ensure that economic decisions take environmental consequences into account.

This strategy for implementing a business code of practice is based on environmentally sound and sustainable economic development in Manitoba.

A VISION FOR MANITOBA

OUR VISION FOR MANITOBA IS A SOUND ENVIRONMENT AND SUSTAINABLE ECONOMIC GROWTH

A sound environment means clean, safe and healthy air, land and water in which to live, work and play.

Sustainable economic growth means quality growth which creates ongoing wealth that provides goods and services for both present and future generations of Manitobans in an environmentally sound manner.

Our vision recognizes that sound environmental and conservation practices make economic sense. By increasing the efficiency of resource use, reducing wastes and encouraging resource recovery and recycling, companies will be able to minimize costs and stay competitive.

Through the leadership of industry, we are making significant progress in this area. Energy efficient homes, waste reduction processes, ethanol-enriched gasolines, and environmentally sound packaging are some examples.

WHAT IS A CODE OF PRACTICE?

Code of practice are currently employed by many professional, trade and other organizations to provide guidance and direction for individual members to follow and to set standards against which their actions can be focused, measured and assessed.

The adoption of code of practice can serve to:

- demonstrate senior management support for sustainable development action;
- encourage an open and thorough review of existing practices;
- identify opportunities to improve current performance;
- educate and inform employees and other organization stakeholders; and
- demonstrate public commitment to the sustainable development.

Code of practice can and probably should differ from organization to organization. Only through a series of comprehensive reviews can an organization confirm whether any particular code of practice is sufficient to meet its own specific circumstances

WHY DO WE NEED BUSINESS CODES OF PRACTICE FOR SUSTAINABLE DEVELOPMENT?

Business is central to the Manitoba economy and an indispensable pillar of quality growth. Essential human needs can be met only through goods and services provided by business. At the same time, business and its products have an impact on the natural resource base of Manitoba and our quality of life. These impacts may be positive, enhancing our resources and lives, or they may be negative, depleting or degrading our resources and workforce and causing pollution and public health problems.

Today, the people of Manitoba are expecting and relying upon business not just to be the engine of quality growth but to maintain our environment. Business can provide the technical, human and financial resources to solve serious environmental problems. As Imperial Oil notes:

> *"the question of how...environmental goals should be met is a different one. We believe that the private sector - industry and consumers - is in the best position to take the lead role in developing the means since it is this sector that will be called upon to modify and adapt product selection production process and consumption patterns....It will be increasingly important that these actions be aimed at meeting environmental goals while preserving and enhancing overall economic efficiency." (1990)*

Similar to the system business is using to implement total quality management, products and services can be reviewed at every stage of the process to ensure environmental concerns are addressed.

> *"And though nobody can prove this yet, it seems obvious that, as with quality, designing non-polluting processes will also, ultimately, prove cheaper than manufacturing processes that pollute. Consider what is lost in messy operations. Quite apart from the embarrassments with consumers - also the fines and legal hassles, the inspections and scrubbers, the demoralized employees and the expense of illness - clean processes presuppose efficiencies." (Kleiner, July/August, 1991, page 44).*

Sustainable development is the most promising opportunity for business to provide quality economic development which generates ongoing employment and protects and enhances our quality of life. Sustainable development recognizes that economic development depends upon a sound and healthy environment, and conversely, that we need continued quality economic growth to provide us with the financial ability to take many important environmental initiatives.

The Manitoba Round Table and the Province of Manitoba believe that it is in business's best interest to support sustainable development. From Japanese industrialists, who became more profitable by investing in new, clean technologies, to

companies in North America, such as 3M, who have saved millions of dollars in their pollution prevention programs, the reality is:

- that businesses that take a long term interest in managing their resources wisely;
- that install pollution-control equipment to avoid expensive delays or costly remedial measures;
- that use technology which saves energy and conserves material input; and
- that respond proactively by going beyond regulatory requirements thereby reducing environmental liability,

will be better able to compete in a global economy that respects the environment.

Business associations and their members are already realizing the benefits of adopting code of practice. A number of significant national associations and major resource companies have adopted code. In April 1991, the International Chamber of Commerce approved a Business Charter for Sustainable Development which sets out sixteen principles for environmental management. Recent books and reports on sustainable development, such as the one put out by the Canadian Manufacturers Association, point out the need for business to recognize "environmental considerations as an integral part of the decision-making process".

Integration of economic and environmental considerations into the planning and decision-making processes of business is the main link between code of practice and sustainable development. Increasing the efficiency of resource use; reducing wastes; encouraging resource recovery; recycling; developing guidelines for assessing sustainability and potential hazards of facilities; identifying waste reduction opportunities; and the dissemination of information on pollution control and waste minimization measures, procedures and technologies are just a few of the concerns that need to be addressed in a business code of practice for sustainable development.

A business code of practice can be viewed as an important mechanism to ensure our activities begin to reflect the principles of sustainable development. Adoption of one or more elements (environmental audits, waste audits, energy audits, procurement reviews, etc) often result in sizable environmental and economic benefits to business.

GOALS

"Industry should, as a matter of principle, seek to operate responsibly...so that its operations are consistent with environmental protection and sustainable economic development." (National Task Force on Environment and Economy, 1987, page 9)

"...in the end, sustainable development is not a fixed state of harmony, but rather a process of change in which the exploitation of resources, the direction of investments, the orientation of technological development, and institutional change are made consistent with future as well as present needs." (Our Common Future, 1987, page 9)

"Sustainable development will require a change in economic behaviour at all levels of society. Business, for example, must closely examine their operations from a life-cycle perspective to ensure they are using energy and natural resources efficiently, and that their products and processes do not pollute the environment." (Federal Consultation Paper: Prosperity through Competitiveness, 1991, page 5)

Codes of practice are necessary to achieve greater integration of both environmental and economical considerations in the decision making process of businesses.

The business code of practice goals of the Manitoba Round Table on Environment and Economy are:

1. ***To promote the development and adoption of codes of practice which are consistent with the principles and guidelines of sustainable development.***

2. ***To encourage the use of codes of practice by associations and corporations in their day-to-day operations.***

3. ***To encourage development of internal goals and performance standards based on a sustainable development code of practice.***

PLAN OF ACTION

A plan of action has been established by the Manitoba Round Table on Environment and Economy for implementing sustainable development code of practice for Manitoba businesses.

PHASE 1 INFORMATION

Establishing and disseminating information including a generic sustainable development code of practice for presentation and use by to organizations.

PHASE 2 DEMONSTRATION

Working with specific business associations to initiate joint, cooperative development and implementation of sustainable development code of practice.

PHASE 3 COOPERATION

Supporting a broad-based program of cooperation among Manitoba firms and associations in the development of sustainable development code of practice.

WHAT BUSINESS AREAS SHOULD A CODE OF PRACTICE INCLUDE?

The following 23 business areas have been identified as important and should be considered when developing a code of practice tailored to individual businesses.

1. Business Aims and Strategies
2. Management Systems
3. Staff Education and Training
4. Workplace and Office Practices
5. Recognition and Reward Systems
6. Information Sharing
7. Compliance with Appropriate Legislation
8. Product Development and Improvement
9. Purchasing Practices
10. Production, Manufacturing and Service Processes
11. Materials and Waste Management
12. Energy and Water Management
13. Marketing
14. Building Design and Construction
15. Technologies
16. Investment and Lending Decisions
17. Risk Management (Public Liability)
18. Co-operative Business Relationships
19. Community Involvement and Responsibility
20. Regional and Global Responsibilities
21. Emergency Preparedness
22. Biological Resource Use
23. Resource Management

PRINCIPLES AND GUIDELINES OF SUSTAINABLE DEVELOPMENT

The Manitoba Round Table on Environment and Economy has developed a series of principles and guidelines which are used as the basis for the development of the sustainable development strategy and its component strategies.

These principles and guidelines are equally applicable to the business community and have been used as the basis for the development of the code of practice.

PRINCIPLES

1. **Integration of the environmental and economic decisions:** requires that we ensure economic decisions adequately reflect environmental impacts including human health. Environmental initiatives shall adequately take into account economic consequences.

2. **Stewardship:** requires that we manage the environment and economy for the benefits of present and future generations.

   Stewardship requires the recognition that we are caretakers of the environment and economy for the benefit of present and future generations of Manitobans. A balance must be struck between today's decisions and tomorrow's impacts.

3. **Shared responsibility:** requires that all Manitobans acknowledge responsibility for sustaining the environment and economy, with each being accountable for decisions and actions, in a spirit of partnership and open cooperation.

4. **Prevention:** requires that we anticipate, prevent or mitigate significant adverse environmental (including human health) and economic impacts of policy, programs, and decisions.

5. **Conservation:** requires that we maintain essential ecological processes, biological diversity and life-support systems of our environment; harvest reusable resources on a sustained yield basis; and make wise and efficient use of our renewable and non-renewable resources.

6. **Recycling:** requires that we endeavour to reduce, reuse, and recover the products of our society.

7. **Enhancement:** requires that we enhance the long term productive capability, quality and capacity of our natural ecosystems.

8. **Rehabilitation and reclamation:** requires that we endeavour to restore damaged or degraded environments to beneficial uses.

   Rehabilitation and reclamation require ameliorating damage caused in the past. Future policies, programs and developments should take into consideration the need for rehabilitation and reclamation.

9. **Scientific and technological innovation:** requires that we research, develop, test and implement technologies essential to further environmental quality including human health and economic growth.

10. **Global responsibility:** requires that we think globally when we act locally.

    Global responsibility requires that we recognize there are no boundaries to our environment, and that there is ecological interdependence among provinces and nations. There is a need to work cooperatively within Canada, and internationally to accelerate the merger of environment and economics in decision making and to develop comprehensive and equitable solutions to problems.

GUIDELINES

1. **Efficient use of resources:** we shall encourage and support development and application of systems for proper resource pricing, demand management, and resource allocation together with incentives and disincentives to encourage efficient use of resources and full environmental costing of decisions and developments.

2. **Public participation:** we shall establish appropriate forums which encourage and provide opportunity for consultation and meaningful participation in decision-making processes by all Manitobans. We shall endeavour to ensure due process, prior notification and appropriate and timely redress for those affected by policies, programs, decisions and developments.

3. **Understanding and respect:** we shall be aware that we share a common physical, social and economic environment in Manitoba. Understanding and respect for differing social and economic views, values, traditions and aspirations is necessary for equitable management of these common resources. Consideration must be given to the aspirations, needs, and views of various regions and groups in Manitoba.

4. **Access to adequate information:** we shall encourage and support the improvement and refinement of our environmental and economic information base and promotion of the opportunity for equal and timely access to information by all Manitobans.

5. **Integrated decision-making and planning:** we shall encourage and support decision-making and planning processes that are open, cross-sectoral, incorporate time horizons relevant to long-term implications and are efficient and timely.

6. **Substitution:** we shall encourage and promote the development and use of substitutes for scarce resources where they are both environmentally sound and economically viable.

DEVELOPING A SUSTAINABLE DEVELOPMENT CODE OF PRACTICE

Based on the principles and guidelines of sustainable development, a generic code of practice checklist has been developed. The checklist consists of a number of self-assessment questions for each of the 23 business areas. Its aim is to provide guidance in developing a code of practice tailored to individual businesses. Not all of these questions are applicable to all businesses. The checklist is not meant to be all-encompassing. The questions should, however, provide a firm foundation for the development of a code of practice.

In going through the checklist, it will be a matter of identifying questions which are pertinent to your business. For example, a service company which does not manufacture products would likely omit business area's related to product development and improvement and purchasing practices.

While you may not know the answers to some of the questions within the context of your operations, this may be revealing in itself and may lead to further action. It is possible that you may receive assistance from others in the industry or the services of a professional consultant.

Just thinking about these questions is the first step, and probably the most important one, in beginning the process of integrating sustainable development into the fabric of your business.

Sample code of practice are available from the Sustainable Development Coordination Unit, a branch of the Manitoba Provincial Government and from a number of business organizations.

BUSINESS CODE OF PRACTICE - CHECKLIST

1. BUSINESS AIMS AND STRATEGIES

If companies are to develop in a sustainable manner, they must make a critical analysis of their philosophy and formulate a set of sustainable development goals. Strategies which affect all aspects of a business will follow.

An analysis of the existing situation (where do we stand?) can be taken as a starting point in determining the company's goals (what do we want to achieve?) and in formulating medium-term policy (what steps should be taken?).

QUESTIONS	YES	NO	N/A
Do you have a sustainable development policy?	☐	☐	☐
Have your company's objectives been developed with due regard for sustainable development factors?	☐	☐	☐
Are sustainable development considerations (energy and resource use, CFC's, toxics, waste generation, land use, etc.) taken into account in process and product/service planning decisions undertaken by your company?	☐	☐	☐
Does your planning horizon consider the long-term impacts of decisions regarding your products/services on the environment and economy?	☐	☐	☐
Do you consider the long term cumulative impacts of your products and processes on the environment and economy?	☐	☐	☐
Do the company's environmental and economic objectives coincide?	☐	☐	☐

2. MANAGEMENT SYSTEMS

Management systems must ensure that sustainable development attitudes are introduced, fostered and reinforced throughout the company. This is necessary because of increasing environmental and economic risks facing all businesses and the concerns of employees and the general public as to how business operates.

Business must consider the environmental and economic impacts of management procedures as they relate to:

- product design and function;
- raw materials;
- marketing approaches;
- procurement;
- warehousing;
- inventory management;
- waste management; and
- manufacturing procedures;
- plant location and capacity;
- pricing;
- promotion and sales;
- physical distribution channels;
- transportation;
- energy consumption

QUESTIONS	YES	NO	N/A
Has a sustainable development manager or an individual with responsibility for sustainable development been appointed?	☐	☐	☐
Has a technical committee for sustainable development matters been established?	☐	☐	☐
Are <u>all</u> levels of management sensitive to sustainable development issues?	☐	☐	☐
Have sustainable development activities and monitoring progress been planned?	☐	☐	☐
Has a waste minimization and recycling plan been developed?	☐	☐	☐
Has a waste audit been carried out?	☐	☐	☐
Does the organization enable the implementation of strategies?	☐	☐	☐
Has an environmental emergency response plan been developed?	☐	☐	☐
Have monitoring systems been developed?	☐	☐	☐

3. STAFF EDUCATION AND TRAINING

A company stands or falls by the capability of its workforce. An increasingly competitive global marketplace places a premium on attracting and keeping well trained and motivated staff. Efforts by business to ensure staff are being informed and educated about the global changes affecting them such as sustainable development are vital.

If a company with well-established organizational structures and procedures is to successfully adopt sustainable development, then it must show leadership and commitment at all levels of the organization. This will eventually translate into a 'business as usual' approach where it becomes the norm for employees to consider the environmental implications of their day by day activities.

Staff need to be shown ways in which sustainable development affects the company and how they can apply a code of practice to their specific tasks.

QUESTIONS	YES	NO	N/A
Is information on sustainable development readily available to employees?	☐	☐	☐
Are training courses planned for employees dealing with sustainable development issues?	☐	☐	☐
Are employees encouraged to participate in training programs?	☐	☐	☐
Has apprentice tan other overall staff raining been extended to include sustainable development training?	☐	☐	☐
Are opportunities provided for sustainable development counselling in employees' households?	☐	☐	☐
Are workers given tips/advice on practical environmental protection?	☐	☐	☐
Are employees trained for environmental emergency response?	☐	☐	☐

4. WORKPLACE AND OFFICE PRACTICES

Sound sustainable development workplace and office practices are necessary to foster confidence and goodwill with both the public and employees. By making relatively small changes in procedure, large overall impacts can be made in reducing waste and conserving energy and other natural resources.

Appropriate changes can reduce business costs, and create both safer and more pleasant working environments.

QUESTIONS	YES	NO	N/A
Do you have purchasing and resource management policies to lessen the impact of business operations on the environment?	☐	☐	☐
Are low-pollution, energy efficient vehicles being purchased and used?	☐	☐	☐
Are efforts being made to re-equip existing vehicles and service them with environmental-economic considerations in mind?	☐	☐	☐
Are vehicle drivers being encouraged to adopt an energy efficient driving style?	☐	☐	☐
Are journeys and meetings planned with consideration of environmental-economic alternatives such as teleconferencing and video conferencing?	☐	☐	☐
Is the use of hazardous substances avoided at the workplace?	☐	☐	☐
Is an office/workplace waste minimization policy in place?	☐	☐	☐
Have efforts been made to organize collection of recyclable materials?	☐	☐	☐
Do you have a parking policy that encourages employees to use public transit, ride share, cyle or walk?	☐	☐	☐
Have you investigated utilizing alternate and renewable fuels?	☐	☐	☐
Have recycling receptacles been provided for the convenience of employees and customers?	☐	☐	☐

5. RECOGNITION AND REWARD SYSTEMS

Employees will become more enthusiastic about sustainable development if they see it benefiting their own work and realize its importance to the environment and the company's economic future. Information, recognition and a system of acknowledgements can go a long way in fostering this attitude among employees.

QUESTIONS	YES	NO	N/A
Do the reward systems within your company reflect sustainable development principles?	☐	☐	☐
Is there some form of recognition system in place to acknowledge employees who have shown sustainable development awareness?	☐	☐	☐
Is there a system in place to reward scientific and technological innovations in the area of sustainable development practices?	☐	☐	☐
Have efforts been made to honour employees who have distinguished themselves within the company with respect to sustainable development, for example nominating them for recognition awards from other organizations?	☐	☐	☐

6. INFORMATION SHARING

Better ideas come from a convergence of many viewpoints. The transition to sustainable development will require a continuous supply of imaginative ideas.

One method of collecting these ideas is to share approaches and success stories - perhaps even failures - with other association members or colleagues. The media should be considered as a valuable asset in disseminating the message of the company's commitment to sustainable development.

QUESTIONS	YES	NO	N/A
Are public relations statements on sustainable development able to stand up to public scrutiny?	☐	☐	☐
Is your company providing customers with straightforward pertinent information on the potential risks and consequences associated with your products/services?	☐	☐	☐
Are reports on the company's sustainable development activities appearing in the media or in other information sources?	☐	☐	☐
Is the media being supplied with your advances in sustainable development technology?	☐	☐	☐
Are details of quality products and services included in press releases dealing with the company's sustainable development activities?	☐	☐	☐
Do you liaise with industry members and government on new innovations relative to the 4R's of waste management employed by your manufacturing operation?	☐	☐	☐
Is your company cooperating in exchanging information regarding potentially dangerous properties of your products?	☐	☐	☐

7. COMPLIANCE WITH APPROPRIATE LEGISLATION

Compliance with legislation and regulation is a wise business practice, both to avoid the potential difficulties associated with violations and also to send a strong message about the commitment of the firm. Government regulations, as well as those that industry associations establish, can prove useful in gauging how greater improvements in performance can be achieved.

QUESTIONS	YES	NO	N/A
Are programs and practices in place to ensure compliance with pertinent legislation and regulations?	☐	☐	☐
Have steps been taken to comply with official regulations?	☐	☐	☐
Have company guidelines been introduced for environmental protection?	☐	☐	☐
Does your company monitor the effects of its operations on the environment?	☐	☐	☐
Have you explored the Workplace Hazardous Materials Information System (WHMIS) program?	☐	☐	☐
Are appropriate records being kept?	☐	☐	☐
Are all materials being marked and stored properly?	☐	☐	☐
Have work inspections and safety regulations been organized and applied?	☐	☐	☐
Has an emergency preparedness plan been formulated in case of environmental accidents?	☐	☐	☐
Have company's suppliers and contractors been asked to sign agreements to provide products and services with minimum negative impact on the environment, to inform the company of remedial action and methods of neutralizing pollution, and to take responsibility for waste materials originating from the product or service supplied?	☐	☐	☐
Is waste disposal in compliance with the law?	☐	☐	☐

8. PRODUCT DEVELOPMENT AND IMPROVEMENT

The purpose of product development and improvement is to adapt the company's range of goods and services to the needs of the market. The "needs of the market" are in many cases synonymous with the "needs of the environment", certainly for products which are subject to regulation or to critical appraisal by the consumer. For products where the pollution potential is less obvious, product development and improvement should take into account sustainable development aspects, as that is the level where decisions are made in the selection of materials and processes.

QUESTIONS	YES	NO	N/A
Are your products durable?	☐	☐	☐
Are your products reusable and recyclable?	☐	☐	☐
Do you incorporate recycled materials into your products?	☐	☐	☐
Are your products efficient in their use of energy?	☐	☐	☐
Are your product specifications based on life cycle environmental analysis?	☐	☐	☐
Do you regularly identify opportunities to improve your products in order to lessen their impact on the environment?	☐	☐	☐
Does your production process involve the use of non-regenerable raw materials?	☐	☐	☐
Are there opportunities for substituting renewable resources for non-renewable resources in your production process?	☐	☐	☐
Are efforts made to find substitutes for hazardous substances in your production process or products?	☐	☐	☐
Are efforts being made to introduce standardization and reduce the range of parts used?	☐	☐	☐
Are products designed to minimize waste?	☐	☐	☐
Have you adopted methods to reduce the post consumer environmental impact of your products?	☐	☐	☐

9. PURCHASING PRACTICES

The materials management department of a business is responsible for supplies and disposal of materials. It ensures that the business is able to produce and deliver goods economically, and covers all value-added stages from purchasing to sales. It is responsible for purchasing both consumer and capital goods, which often account for the majority of a business' costs. The material and other products purchased can be harmful, neutral or advantageous to the environment and/or economy.

QUESTIONS	YES	NO	N/A
Do you have a purchasing policy based on sustainable development principles and guidelines?	☐	☐	☐
Do you do business with suppliers who are recognized as using sustainable development practices and procedures?	☐	☐	☐
Are your purchasing personnel kept informed of the latest innovations in products and services relative to sound sustainable development practices and products which meet with environmental standards?	☐	☐	☐
Has market research been conducted into the possibility of replacing harmful products?	☐	☐	☐
Are suppliers prepared to reveal data relevant to the impact of their products on the environment?	☐	☐	☐
Have you established whether suppliers are prepared to use reusable/returnable packaging?	☐	☐	☐

10. PRODUCTION, MANUFACTURING AND SERVICE PROCESSES

Production and manufacturing technology covers all plant and machinery used for the processing of rawmaterials and semi-finished goods. It generally plays a decisive role in allocating the level of emissions from a factory.

Sustainable development helps to reduce pollution and has economic advantages in that they reduce the input of materials, water and energy and the disposal costs for waste and sewage. They may also improve product quality and reduce production waste. In the medium term, effective sustainable development measures can also bring about an improvement in respect for the company by neighbours, customers and authorities.

QUESTIONS	YES	NO	N/A
Are the processes employed in your manufacturing operations energy efficient?	☐	☐	☐
Are your manufacturing processes resource efficient?	☐	☐	☐
Are the 4R's of waste management employed within your manufacturing operations?	☐	☐	☐
Are new and efficient processing technologies adopted within your company as soon as they become available?	☐	☐	☐
Do you have an on-going contingency plan/fund set aside for the implementation of new technologies, such as energy conservation, pollution control machinery, equipment, etc.?	☐	☐	☐
Are opportunities to improve the energy and material processing efficiencies within your manufacturing facilities regularly identified and acted upon?	☐	☐	☐

11. MATERIALS AND WASTE MANAGEMENT

Environmentally acceptable waste disposal and the extensive use of recycling have become important factors in decision-making at all levels of business activity. Many businesses already take these aspects into account at the product development stage, in the selection and development of manufacturing processes and in the purchasing of materials.

QUESTIONS	YES	NO	N/A
Are efforts made to improve the end use efficiencies of water, energy and other resources consumed in your operation?	☐	☐	☐
Do your effluent streams (air, water, waste) meet provincial/federal guidelines for conventional and toxic contaminants?	☐	☐	☐
Are the toxic chemicals used or generated in your operation managed in accordance with the cradle to grave policy of responsible care?	☐	☐	☐
Are the 4R's of waste management employed in your operations?	☐	☐	☐
Are opportunities to lower or reduce the toxicity of chemicals used or generated within your manufacturing processes identified and acted upon?	☐	☐	☐
Are environmentally hazardous materials being replaced in your production process?	☐	☐	☐
Are more environmentally sound materials being used for general purposes?	☐	☐	☐
Does materials storage take into account the potential risk to the environment?	☐	☐	☐
Is hazardous waste avoided by eliminating the creation of harmful residues during production?	☐	☐	☐
Have hazardous or special waste disposal companies been checked for reliability?	☐	☐	☐

12. ENERGY AND WATER MANAGEMENT

Energy and water costs can be decisive factors affecting competitiveness. Determining energy and water consumption in a company can generate new ideas for optimizing your production process. If energy and water are consistently well managed, there are bound to be savings in costs and raw materials.

QUESTIONS	YES	NO	N/A
Are efforts being made to improve the efficiencies of water and energy consumed by your business?	☐	☐	☐
Do you know where the company consumes most of its energy and water?	☐	☐	☐
Have people been appointed to be responsible for energy and water management in a particular workplace, area, workshop or departments?	☐	☐	☐
Have energy and water-saving measures (both short and long term) been implemented?	☐	☐	☐
Have you investigated and evaluated energy retrofit measures to achieve reductions in energy use, lower operating costs, a more efficient operation and cleaner or reduced emmissions?	☐	☐	☐
Are you aware of the energy audit services provided by the Provinical Government?	☐	☐	☐
Have you investigated utilizing alternative energy fuels from both an environmental and economic perspective?	☐	☐	☐

13. MARKETING

Marketing means gearing business to take advantage of the market. It must be focused on solving customers' problems and achieving the company's long-term objectives of profit and security.

Increasingly, sustainable development factors are becoming important to success in marketing. More stringent environmental legislation and increased ecological awareness on the part of not only customers brings considerable risk but opens up new opportunities for the marketing of goods and services. Sustainable development marketing concepts have to be developed not only for reasons of social responsibility but to also ensure that the company remains competitive.

QUESTION	YES	NO	N/A
Have marketing objectives been determined with regard to the principles and guidelines of sustainable development?	☐	☐	☐
Have marketing objectives been planned in an integrated fashion?	☐	☐	☐
Are claims made in advertising media valid in terms of the impact of your product or service on the environment?	☐	☐	☐
Are your business practices consistent with the marketing of an product or service which meet good environmental standards?	☐	☐	☐
Have you promoted the sustainable development orientation of your business to your customers as part of your marketing plan?	☐	☐	☐
Are the materials used in your marketing campaigns sensitive to environmental and sustainable development issues?	☐	☐	☐
Have efforts been made to check and adjust marketing organization and control systems to support sustainable development?	☐	☐	☐

14. BUILDING DESIGN AND CONSTRUCTION

One necessary aspect of company activity is investment in buildings for production, marketing, administration and other areas of the business. Regardless of its size, every structure impinges on the environment in the broadest sense. Buildings serve to meet working requirements, but to also present and promote the firm's image, market profile and status. Buildings can also boost employee morale. Both economic and environmental aspects of building design are important business concerns. Environmental considerations and energy efficiency should be an integral part of the design process.

QUESTIONS	YES	NO	N/A
Has preliminary planning included environmental impacts?	☐	☐	☐
Has an environmentally sound building concept been formulated?	☐	☐	☐
Are minimum-pollution building materials being used?	☐	☐	☐
Have environmental aspects, including energy conservation, been taken into account when planning fittings and installations and equipment?	☐	☐	☐
Have efforts been made to make the building's surroundings as natural and aesthetically pleasing as possible?	☐	☐	☐
Has an audit been completed on the buildings to ensure energy efficiency?	☐	☐	☐

15. TECHNOLOGIES

Technology means many things to different people. It can drive an industry into new products or it can be used to expand marketing opportunities for more traditional products and services. Technology can be sophisticated or it can be simple.

Sustainable development requires new technologies to be developed and applied to areas where environmental improvements can be readily integrated into daily operations. These technologies also extend beyond the business and into the marketplace, thereby, making significant contributions towards sustainable development.

QUESTIONS	YES	NO	N/A
Can hazardous raw materials or parts of the production process be eliminated or replaced with other technologies which cause less pollution?	☐	☐	☐
Can temperatures be reduced in wet processes?	☐	☐	☐
Can dry processes and cooling of workpieces be avoided?	☐	☐	☐
Can fuels be prepared or handled for optimum combustion?	☐	☐	☐
Can environmentally sound additives, which improve the yield from raw materials and/or reduce emissions, be introduced?	☐	☐	☐
Can emissions during delivery, storage, crushing and mixing of dust-producing substances be prevented?	☐	☐	☐
Can technologies with a better input-output ratio be used?	☐	☐	☐
Is modern measuring and control technology being used?	☐	☐	☐
Can leakage and faults causing emissions be reduced?	☐	☐	☐
Can energy efficiency be increased?	☐	☐	☐
Can useful materials and heat be recovered?	☐	☐	☐
Are new technologies regularly reviewed for application?	☐	☐	☐

16. INVESTMENT AND LENDING DECISIONS

A company has financial flexibility in terms of how and where funds are placed. In pursuit of diversification or other methods of stabilizing market revenue streams many businesses have the opportunity to review the issues related to sustainable development.

The financial approach which a business may take can open areas where the commitment to sustainable development can be demonstrated.

QUESTIONS	YES	NO	N/A
Is investment planning geared towards protecting the environment while enhancing the firm's production capability?	☐	☐	☐
If a particular investment is likely to increase pollution or resource degradation has research been done to find a lower-pollution alternative?	☐	☐	☐
Have all the likely costs caused by additional pollution been properly included in project costing?	☐	☐	☐
Are loans made or taken conditional on meeting certain standards of environmental protection.	☐	☐	☐
Are you aware of the environmental performance standard demanded by the lending agencies with which you do business?	☐	☐	☐
What steps have been taken to ensure adequate financing for mitigation of past or future impacts?	☐	☐	☐

17. RISK MANAGEMENT (PUBLIC LIABILITY)

Risk management is more than just being able to sell enough product to maintain the viability of a company. It also means minimizing environmental impacts. Both financial risk and physical risk must be considered within the operations of a company that is practising sustainable development.

QUESTIONS	YES	NO	N/A
Have your carried out an environmental impact assessment for all parts of the operation.	☐	☐	☐
Have guidelines been introduced for environmental protection?	☐	☐	☐
Are you monitoring environmental impact and are complete records being kept?	☐	☐	☐
Are all materials labelled and stored properly?	☐	☐	☐
Have work inspections and safety regulations been organized and applied?	☐	☐	☐
Has an emergency preparedness plan been formulated in case of environmental accidents?	☐	☐	☐
Have the company's suppliers been asked to sign agreements to provide products with minimum negative impact on the environment, to inform the company of possible remedial action and methods of neutralizing pollution, and to take responsibility for waste materials originating from the product supplied?	☐	☐	☐
When purchasing property has a clause been included in the agreement to ensure that the property is guaranteed to be free of any pollutants?	☐	☐	☐
Is waste being disposed of in compliance with the law?	☐	☐	☐
When using contractors, have their business and environmental policies been checked?	☐	☐	☐
Is the company providing customers with straightforward information on the potential risks associated with its products?	☐	☐	☐

18. CO-OPERATIVE BUSINESS RELATIONSHIPS

Business groups and associations can be valuable sources of information and advice to any business. A business will want to select associations that will help it progress on sustainable development.

QUESTIONS	YES	NO	N/A
Does the business organization have a committee responsible for sustainable development? Is it effective?	☐	☐	☐
Is the association supportive of sustainable development in its activities?	☐	☐	☐
Can you learn new ways of business practice and conduct from the organization?	☐	☐	☐
Is the group aware of and responsive to local issues and needs?	☐	☐	☐
Does the association have training programs to assist its members in moving towards sustainable development?	☐	☐	☐
Does the association release information on sustainable development initiatives of its members?	☐	☐	☐

19. COMMUNITY INVOLVEMENT AND RESPONSIBILITY

Business is a major part in the social and cultural fabric of the community. At the same time it is often difficult to determine the appropriate role which a business can and should take in promoting community goals.

A company can position itself in the community if it chooses to take initiative and a leadership role on sustainable development. Sponsorship of activities and general promotional support are important methods of showing this support.

QUESTIONS	YES	NO	N/A
Do you involve local residents in business decisions which have a significant impact on the community?	☐	☐	☐
Do opportunities exist for sponsorship of local activities to further sustainable development interest in your community?	☐	☐	☐
Do you participate in local public discussions on matters that affect the environment?	☐	☐	☐
Do you support local sustainable development events such as Earth Day?	☐	☐	☐
Do you have a designated community service or public relations person to meet with public groups?	☐	☐	☐

20. REGIONAL AND GLOBAL RESPONSIBILITIES

The actions that we take locally can, and often do, have a profound impact on the global environment. In the same way economic activities taken in other countries can have repercussions on local businesses.

Businesses can meet this global responsibility by adopting responsible standards in their local and export activities.

QUESTIONS	YES	NO	N/A
Do your goods intended for export meet the same quality requirements and health, safety and environmental standards as those intended for the domestic market (unless there are more stringent requirements in the importing country)?	☐	☐	☐
Have steps been taken to provide straightforward information and technical training programs for off shore purchasers and users to enable them to use, transport, store and dispose of the goods safely without endangering the environment or human health?	☐	☐	☐
Will manufacturing in a foreign production plant be restricted or discontinued if this becomes necessary for the protection of the environment or the health of the inhabitants of the country in which the plant is situated.	☐	☐	☐
Does the foreign producer of industrial goods or agricultural products apply the same standards of plant safety, the same maximum pollution emission levels and the same requirements in other areas affecting human and environment health as are prescribed in the home country for comparable industrial or agricultural production?	☐	☐	☐
Have efforts been made to obtain supplies from more ecologically-minded domestic or foreign producers?	☐	☐	☐
Do you regularly review developments in your export markets and make your concerns known to relevant government agencies?	☐	☐	☐

21. EMERGENCY PREPAREDNESS

As products and services become more complex, so too have the number and types of chemicals used by business. Even in the case of the most common types of chemicals and procedures, certain conditions can create dangerous situations and require speedy and accurate responses.

Business has both a legal requirement and a social obligation to maintain preparedness to deal with emergency situations that arise from its own activities. It also should be prepared to help in situations that arise which might affect its operations even if the cause is external.

QUESTIONS	YES	NO	N/A
Have you prepared an emergency preparedness plan and are your employees fully aware of their responsibilities if an accident does occur?	☐	☐	☐
Do you maintain a register of all chemicals used in your plant and have trained staff able to respond to an accident?	☐	☐	☐
Do you know of any external accident potential that may damage your company or cause you peril?	☐	☐	☐
Are you able to help out with equipment or facilities in the event that a disaster happens in your community?	☐	☐	☐
Are there types of emergency equipment that you can share with neighbouring businesses to increase your margin of safety?	☐	☐	☐

22. BIOLOGICAL RESOURCE USE

Biological factors as additives and process inputs are becoming increasingly common in modern industry. Maintaining a current update of biological factors can make a business aware of the impact that it has on the immediate environment.

QUESTIONS	YES	NO	N/A
Do you use biological materials that may present a hazard if an accident occurs?	☐	☐	☐
Do you dispose of biological waste safely?	☐	☐	☐
Do you monitor the effect your operations may have on the wildlife surrounding your operations?	☐	☐	☐
Do you support any wildlife conservation or related groups in your community?	☐	☐	☐
Do you store biological materials safely and securely?	☐	☐	☐

23. RESOURCE MANAGEMENT

Care and management of resources is a critical concern within modern business. Management of natural resources concerns more than the financial benefit that careful husbandry of resources can provide, it can often expose areas of further opportunity and also indicate new markets for existing products.

QUESTION	YES	NO	N/A
Do you keep track of the quantity and volume of resources that your business consumes?	☐	☐	☐
Do you attempt to identify and implement new approaches which reduce the quantity of natural resources which are lost during harvesting/processing?	☐	☐	☐
Do you attempt to rehabilitate resource wastes that emerge from your operations?	☐	☐	☐
Do you participate in resource management initiatives at the local level?	☐	☐	☐
Do you support groups interested in resource management issues?	☐	☐	☐
Do you practice conservation of non-renewable resources?	☐	☐	☐
Are there opportunities for resource substitution for scarce resources?	☐	☐	☐
Do you make a financial contribution to the mitigation of damage to the natural environment by the harvesting of the resources used by your business?	☐	☐	☐

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